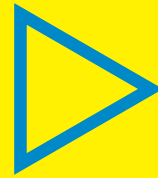


**Dr. Alexander Grit**  
**Research Group**  
**Entrepreneurship in Transition**

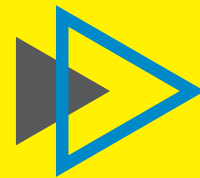
**TOWARDS**



**EXPLORATIVE**



**SPACE** •



**Hanzehogeschool  
Groningen**  
University of Applied Sciences



**Alfa-college**

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For Maaïke and Myrthe



The reflexive nature of explorative space is expressed by Robert Frost's poem  
- The Road Not Taken (1915, 2002).

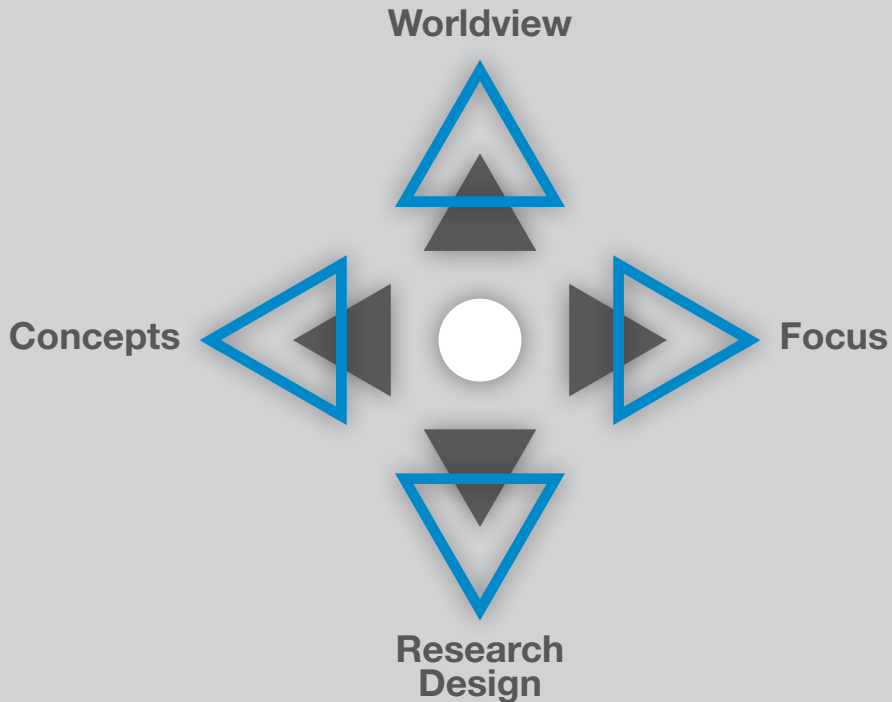
*Two roads diverged in a yellow wood,  
And sorry I could not travel both  
And be one traveller, long I stood  
And looked down one as far as I could  
To where it bent in the undergrowth.*

*Then took the other, as just as fair,  
And having perhaps the better claim,  
Because it was grassy and wanted wear;  
Though as for that the passing there  
Had worn them really about the same.*

*And both that morning equally lay  
In leaves no step had trodden black.  
Oh, I kept the first for another day!  
Yet knowing how way leads on to way,  
I doubted if I should ever come back.*

*I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood, and I--  
I took the one less travelled by,  
And that has made all the difference.*

## The compass of our entrepreneurial journey



Welcome! You have entered explorative space and need some form of direction, we will require a compass. Our compass is rather odd. Instead of the usual four wind directions – North, South, East, and West – our compass has four guiding principles. The first principle comprises the constructive forces, the second one the focus, the third the approaches, and the fourth the concepts we will employ during the trip. In this booklet, you will find four chapters directly related to the guiding principles. You will find my voice reflected in the text printed in black in these chapters.

## Preface

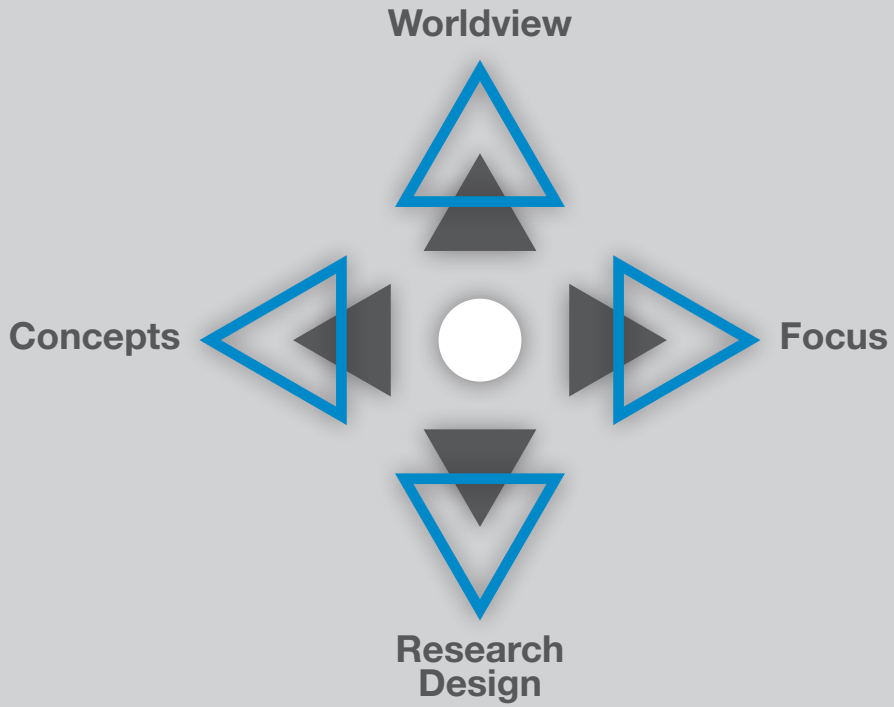
**We are at the start of the research group ‘Entrepreneurship in Transition’, which is an initiative of Hanze University of Applied Sciences and Alfa-college to conduct research and valorise knowledge about the relationship between entrepreneurship and education, entrepreneurial success factors, retail and succession.**

In the research group, students of vocational education (mbo), university of applied sciences (hbo), staff and other partners involved, study the dynamics of entrepreneurship in the northern region of the Netherlands. Our goal is to contribute to a sustainable social, cultural and economic healthy region through research and practises. An important parameter for the research group is the concept of explorative space. In short is this a space where people and organisations are encouraged and welcomed to explore their potentialities and find ways to actualise them. This booklet is written as a metaphorical travel journey, it shows how the research group will move in the years to come. I present the crew, the vision and the ways we work.

The last months have been busy, since we have already prepared and started this shared journey. During our preparations, we have made initial choices about travel companions, potential routes, visions on the trip, and the work ahead. Naturally, the team will make alterations, variations, and harmonisations over the course of the trip.

My name is Alexander, and I will be your host on this journey. I welcome you but before we go I will inform you about our travel plans. I promise you fascinating views of cities in development, success, failure, ambition, and innovative institutions, schools, and universities. You will also meet the travellers who have embarked upon this entrepreneurial journey. As you may have noticed, I have written this in the first person singular. I have done this to establish direct contact with the reader. My intention as a host is to point out certain aspects that are of interest for people who are in support of movement and unsought findings. Since the subject is entrepreneurship, I expect that you will find your own voice after a while. I particularly like the quote from the French philosopher Gilles Deleuze, who uses the famous text from Proust: ‘I leave it to you to find your own Instrument of Combat (Foucault, 1972).’ I like this sentence because it places the responsibility right where it belongs! What can one discover in a space that favours movements and unsought findings and a bit of structure at the same time? From now on, I will refer to this as explorative space.

Since we have entered explorative space and need some form of direction, the compass will guide you. I hope that you will have a safe, playful, educational, and joyful trip.





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## Introduction: our environment

I would like to introduce our environment briefly to you. I present the SNN's Research and Innovation Strategy for Smart Specialization (RIS3) which shows the challenges and changes for the northern Netherlands region.

### Research and Innovation Strategy for Smart Specialization (RIS3)

The northern Netherlands region faces many of the same pressing societal and economic challenges as the rest of Europe (2013, p.4). The RIS3 document states: 'Europe faces complex challenges in the areas of food, health, demographic trends, energy transition and sustainable use of resources. Complex challenges require innovative solutions. Solutions require the involvement of as many people as possible for their discovery, development and implementation' (SNN, 2013, p.4). This innovative approach contrasts with producing 'business as usual'. The RIS3 document further addresses the region's DNA, which reveals four areas of considerable interest: strong business and knowledge clusters; a focus on applicability, which is characteristic of the Northern economy; a resilient and enduring human dimension in dealings between society and business; and finally, a deep-rooted concern among all parties for the peripheries of the labour market. The Marian van Os Centre for Entrepreneurship of Hanze UAS operates within this context and seeks to encourage the development of sustainable, innovative, knowledge-intensive companies in the region in order to contribute to a robust and sophisticated regional economy.

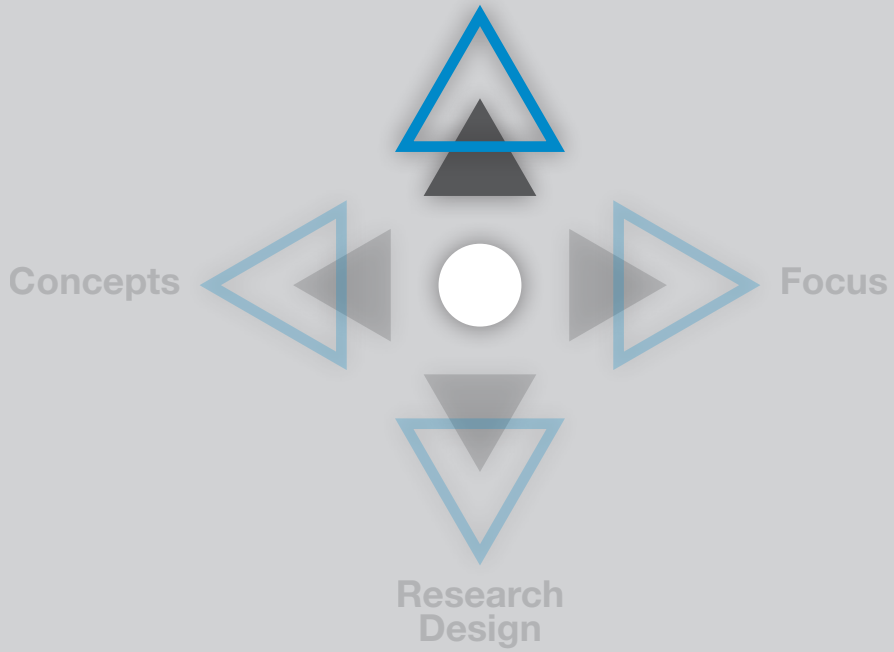
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### Research group Entrepreneurship in transition



From left to right you see the research group with members from Alfa-college and Hanze University of Applied Sciences: Christian de Kraker, Jan-Daan Westhof, André Bergsma, Tim van der Ploeg, Jacques Hartog (standing), Tessie van den Brink, Tamara Ottens, Alexander Grit, Louise Hompe (member of the management team Alfa-college) and Jeroen Loef. During the journey, they will introduce themselves and their research in more detail.

**Worldview**



**Concepts**

**Focus**

**Research  
Design**



## Worldview

**This chapter introduces the worldview. This is one arrow of the compass, it points to how the research group looks at the world. In general, constructive forces make the world turn, they create structures yet at the same time also give energy to people to live their life. This worldview is called vitalism.**

### **Urban vitalis and planning strategies as constructive forces**

I remember the day I came across the work on the vitalism and at a later stage, urban vitalis (Pløger, 2006). It was a bitterly cold winter's day in downtown Bozeman and I was sipping a cappuccino in a café, facing the challenge of explaining a number of human interactions in home exchanges.

Pløger explains that in connection with the acceptance of vitalism as a theory, rational thinkers are skeptical due to its corporal and non-cognitive nature. Pløger, author of the article 'In search of the Urban Vitalist' (2006), is essential reading since he proposes a method to open up space. His article discusses the foundation of vitalism in philosophy and he argues that through it, we can conceptualise important forces of city life. Pløger argues that subjects are always in a state of becoming due to the vitalist forces that affect them, or by new experiences or reflections. Pløger proposes a framework which allows me to speak of flows and becomings. Although Pløger's ideas apply to urban planning in Denmark, the framework is possibly useful in other contexts. Pløger's work discusses the practice evolving in urban regeneration projects in Denmark, where there is a belief in vitalist forces. Pløger argues for space, and its important role in shaping structural forms of life including urban social forms, rhythms and flows. Pløger builds on Deleuze and Simmel, and he accounts for vitalist forces in the urban. Pløger says that by considering an urban vitalis, one accepts the subject as a temporary, continual project since a subject, in this case described as vitalistic by nature, cannot retreat to a fixed position, identity or specific culture in a world of becomings (Pløger, 2006, p.389). Pløger points out that only a small number of urban theorists would see urban life in terms of vitalist forces, and argues for a conceptualisation of important forces of city life. Sap (2002, p.1) proposes that modernist thought about the city has been characterised by categorise-ability, make-ability and stability; man and city were reduced to statistics and four activities (housing, work, recreation and transport). Sap sees evidence of this thinking in blueprint planning and master planning.

### **Planning and vitalist forces**

Pløger argues to connect to vitalist forces for planning purposes. The planning process of city space needs to take into consideration things such as moods, atmospheres and so on. Planning needs to account for chaos and continual unplanned interactions. The challenge of urbanness to politics and planning, as well as to citizens, is about coping with particular yet common spatial order, socio-cultural openness, everyday structures, and the always emerging potentialities in cities (2006, p.390). Pløger argues that although city life and its policies have been considered in terms such as moods and atmospheres, there is no depth or political consequences to it. He argues, through Beck (1999), that it is still early to expect politicians and planners to understand the significance of "... phenomenological and existential vitalist forces, such as, for instance, the feeling of 'wrongness', 'oneliness', 'sexuality', 'sensitivity', 'uneasiness', and 'observability': all moods and modalities of urban existence (as cited in Pløger, 2006, p.394). Pløger (2006, p.393) argues that urban politics and planners generally prefer to think of city life as constituted by fixed spatial zones, designed for order and predictability; which are supported by collective and common societal norms, codes and values. So far, urban politics has not considered the multiple temporalities and spatialities; and the potentials and flows of everyday lives that are present in different urban livelihoods as pointed out by Amin and Thrift (2002), but rather as collective structures. Through Amin and Thrift's account of the 'machinic city' (2002), Pløger explains that politicians and planners favour the idea of rationality and functionalism, "... as the design format to 'engineering a space of certainty,' a space of order and self-regulatory neighbourhoods" (p.393). Thus, it can be argued that stratification occurs in the planning and actions of politicians and planners, with regards to the design of urban spaces. Vital forces are not taken into account here due to the mechanical or 'molar' approach and a possible subject-object dichotomy present in planning processes.

Pløger (2006) argues for alternative forms of organisation of space and for open-ended planning. His understanding of the Urban Vitalis, a continual project, as a collection of social bodies with no fixed identities provides a vital perspective to urban spaces. These spaces of organisation from a vital perspective are suggested to contain multiple crossings of many vitalist forces. Pløger (2006) explains contemporary urban planning as relying on the force of vitalism, the will of participation, connectivity and inclusion. He explains that these wills are based either on the ethic of closeness or created through interaction and communication. Considering his discussion on urban vitalism, Pløger explains the role of urban planners as, (a) having to work in the midst of flows, relations, and chance; meaning that (b) the unforeseeable, contingent possibilities and possible constellations of situations and interactions should be recognised. In practice, then, (c) dialogical, analytical and negotiating skills become important.

This is because situations of contingency and eventuality occur (d) in meetings among people that create becomings and possibilities not foreseen or predicted. He explains that if this notion is to be accepted, the will becomes the most important force in human encounters, and planners cannot consider it as constitutive of practice but also think about its emergent effects (p.392).

Pløger also suggested a deeper investigation of moods and atmospheres, and creative look into planning and decision making processes. The notion of the will of a body in human encounters has implications for indefinite affects that are produced in emergent becomings. Sap (2002) argues against repressive and exhaustive urban planning. I argue that this repression present in central planned spaces and controlled by modern management principles could limit the will and the chance for a multiplicity of affects to occur and argue for a need to focus on urban ways of living and to consider the ingredients needed for vital spaces, which are characteristic of what Landry (2006) calls creative cities. I argue that there is a need for open spaces of organisation, and consequently, spaces of hospitality where a culture of creativity can be created, a cultural laboratory, which is temporary and where people can experiment with new aspects of themselves and their social interactions. The reasoning behind this argument is that I argue in favour of spaces where the modernist tendencies to organise bodies and ideas which stratify daily life can be escaped and questioned.

### Vital becoming

In the beginning of the 20<sup>th</sup> century, the German philosopher and sociologist Georg Simmel wrote his essay “The Metropolis and Mental Life” (1903, 1997). In this essay, he speaks of vitalist becomings that are related to urban vitalis. In the table below, the vitalist becomings are presented. In the research group’s research, these serve as indicators for addressing interactions.

#### Simmel’s vital becomings (1918)

Resistance to	<ul style="list-style-type: none"> <li>• Being a mass</li> <li>• Being unnoticed</li> <li>• Being no one</li> </ul>
Working towards	“A life”
Striving for	Individuality

## Challenge fields

A challenge field is directly related to stagnation in an aspect of society. I use the concept of urban vitalis to address entrepreneurial stagnation within a setting. When urban vitalistic forces are under pressure, a challenge field emerges. The research group has selected several case studies involving aspects of challenge fields. They relate to retail and regional development, succession, and new forms of entrepreneurship.

### Retail and regional development Hardenberg

Hardenberg is located in the North-East of Overijssel and hosts a branch of the Alfa-college. The business communities and municipality in Hardenberg have expressed concerns regarding the development of the inner city and its retail spaces.

They have worked out an extensive plan, but the issue of locating new and innovative entrepreneurs in the centre is still difficult. It does not seem to be resolvable and remains in the realm of stagnation. The research group expands the scope of the problem and involves other parties.

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### EemsDelta region

The EemsDelta faces a challenge with the succession of small and medium enterprises: these enterprises seem to disappear without much notice. This is undesirable from social, economic, and cultural perspectives. What has happened to these organisations, and why? What can be done? Is there a method for preliminary forecasting and intervention? One potential intervention is possible through working together with the research group regarding cooperation, the research group Sustainable Cooperative Entrepreneurship led by professor Willem Foorthuis.

---

### Enterprising Groningen

In 2014, the business associations, municipality and schools of Groningen signed a covenant titled *Ondernemend Groningen* (Enterprising Groningen). All the stakeholders agreed that together they have a responsibility in stimulating the economy and employment possibilities. After three years, they reached the point where they are looking for new ways of working on a shared agenda and facilitating entrepreneurs. The research group is involved in crafting an ecosystem that can support the ambitions of its members and create interfaces for entrepreneurs to join. The research group and its partners initiated a pilot that revolves around the question “How to further the development of hydrogen in the city of Groningen through a shared agenda?”.

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### **Facilitating successful entrepreneurial journeys**

The Hanze University of Applied Sciences has formulated as a strategic target the development of so-called living labs. A key element of this approach is to enhance collaboration of participants in addressing societal challenges. The research into the experiences of the entrepreneurial students can be seen in this light. The Marian van Os Centre for Entrepreneurship can be seen as a living lab, fostering the development of sustainable, innovative, knowledge-intensive companies in the region.

The Marian van Os Centre for Entrepreneurship initiates a wide area of services towards student startups. This was proven successful by the Hanze University's high ranking on the list of European universities with the most startups. In the U-Multirank, Hanze UAS Groningen is ranked fifth place worldwide in the category for graduate companies. In the Netherlands, Hanze UAS has become the number one university in this respect. To facilitate strategic planning, Hanze UAS expressed the need to know which aspects need more attention and development.

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### **Kiemkracht**

Kiemkracht is the educational and entrepreneurial programme offered by Alfa-college in which students of creative studies initiate their own startup companies. The research group helps with the further development of the programme and uses Kiemkracht as a site of experimentation. A number of experiments will be conducted in the coming versions, whereby development and research will happen simultaneously. A relevant question is how students from the Hanze University of Applied Sciences can act as student coaches to co-create with Alfa-college students.

Kiemkracht will also be the experimentation environment for the development of new entrepreneurial education. Kiemkracht is developed by Jan-Daan Westhof, Tessie van den Brink and Tamara Ottens, in cooperation with educational specialist Tim van der Ploeg.

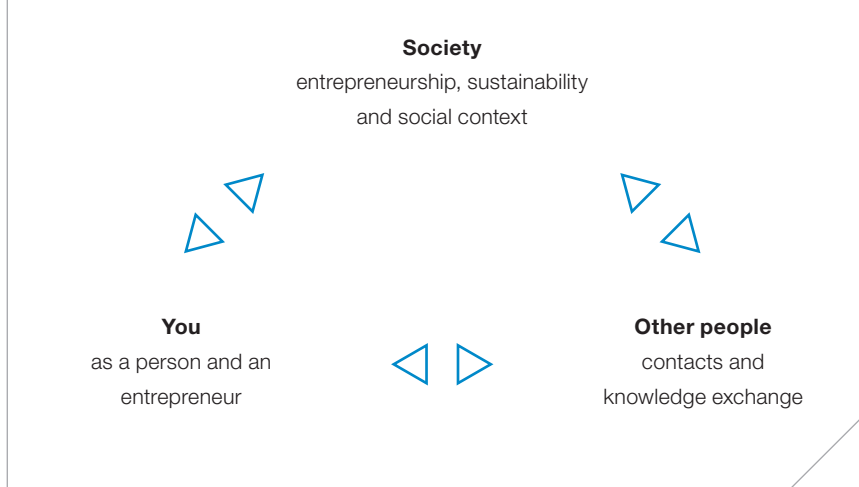
In the second year of their education, Multimedia Design, Fashion Design and Game Architecture & Design students are stimulated to develop entrepreneurial skills.

Entrepreneurial skills are highly transferable, as they are not only relevant to starting a business, but also for working within the framework of an existing organisation.

Kiemkracht sets out to develop and market the entrepreneurial ideas of students.

A coach from their professional field is there to offer advice and support the students in achieving their goals.

## Focal points of Kiemkracht

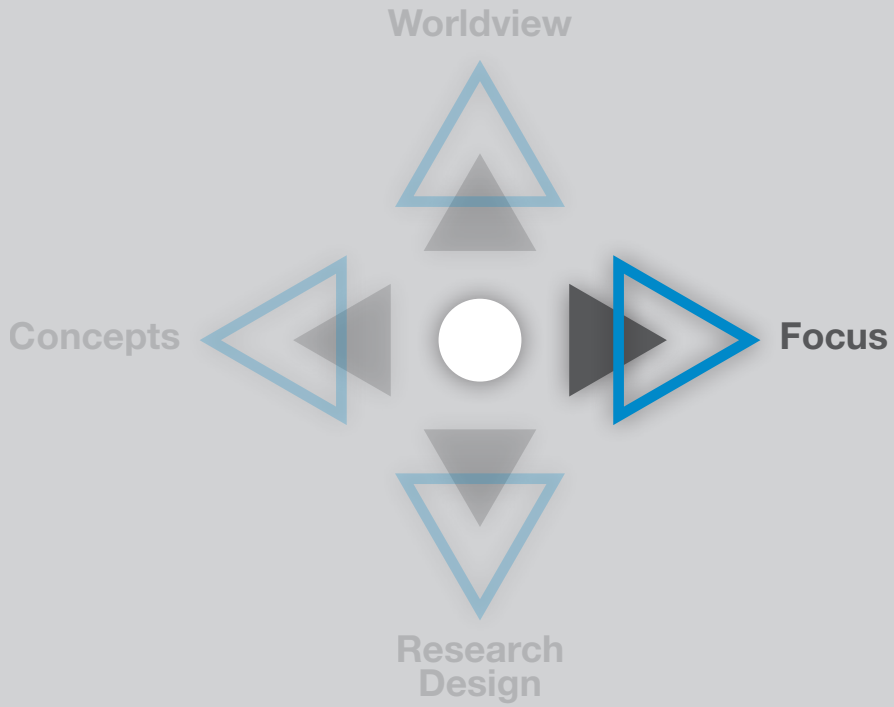


Students develop entrepreneurial plans and monitor innovations and developments relevant to their line of work. Startup businesses have a way of taking up a lot more time and effort than students initially expect. Kiemkracht teaches students to learn to think critically and convert their ideas into a sound (business) plan. The development of 21<sup>st</sup> century skills and entrepreneurship are key components of the approach Kiemkracht takes to preparing its students for the future.

Kiemkracht provides an educational programme in which students are encouraged to discover their passion and market their ideas. Students will be working in multidisciplinary teams alongside their peers. Kiemkracht is also experimenting with new forms of assessments. As opposed to traditional assignments and tasks, entrepreneurship and 21<sup>st</sup> century skills serve as the focal points of these assessments.

As long as social economic conditions are fine and the urban vitalis forces run smoothly, then we can speak of 'good times'. However, when conditions change, challenge fields arise. Challenge fields are characterised by stagnation in processes. This stagnation is the area of study of the research group, which addresses the health of processes. The research group asks questions like: does this particular action enhance or decrease future potentialities?







## Focus

Now that we have examined the urban vitalis and planning as constructive forces in the first chapter, it is time to move on to the second part of the compass. This chapter addresses the focus of the research conducted within the research group – or in other words, the answer to the question “what do we look at?”. This question is important since the term entrepreneurship can lead us to a great number of fascinating places and situations, yet without building a constructive knowledge base.

As your host, I would like to introduce the focus in short. To address the urban vitalis and planning aspects of entrepreneurship and entrepreneurial attitude by studying both the dynamics of the interactions of the entrepreneurial journey and the dynamics of the environment, which I refer to as ecosystem. I start with the following:

### Dynamics of entrepreneurial journeys

The entrepreneurial journey is a concept that frames the activities of the research group. It proves useful since it allows the researcher to speak of aspects of emergence, personal desire, crisis, opportunities, and failing organisations. It is metaphysically linked to the hero’s journey, which was developed by Campbell in 1949 to illustrate the route of the hero: “A hero ventures forth from the world of common day into a region of supernatural wonder: fabulous forces are there encountered and a decisive victory is won: the hero comes back from this mysterious adventure with the power to bestow boons on his fellow man” (1949, 1989, p.23).



The hero’s journey and its stages. To become the hero, one follows a journey with several challenges.

I will move away from Joseph Campbell's work and move towards the entrepreneurial journey. This part examines how contemporary authors use the concept of the entrepreneurial journey and stress the different aspects of the nature of this journey.

### **Different authors' perspectives on the entrepreneurial journey**

I like to call four authors to the stage:

The first author I call to the stage is **Crainer (2013)** from London Business School. This author focuses on company development and considers the entrepreneurial journey to be the route from an idea to an established business. This journey has starting points and key stages.

The second authors I would like to introduce are **Baker, Miner and Eesley (2003)**, who stress the working processes during the entrepreneurial journey. They state that to discover and exploit new opportunities, entrepreneurs use the method of bricolage, which utilizes scarce knowledge and seemingly unrelated resources. Bricolage enables entrepreneurs to pursue new combinations by maximizing their resources and means.

The third authors are **Shane and Venkataraman (2000)**. They focus on the often rocky process during the entrepreneurial journey, seeing the growth of a venture as an insecure process of 'trial and error' in the search for and combination of dispersed potential values. The idea presented by Shane and Venkataraman is that the knowledge needed to realise new values is dispersed and that the potentiality of these values has yet to reveal itself. Even though the required knowledge could serve as the basis for detecting a new opportunity, its possessors are unable to appreciate its value because the knowledge remains dispersed and scattered (Shane & Venkataraman, 2000).

The fourth authors are **McMullen and Dimov (2013)**, who propose "that a shift in inquiry from entrepreneurship as an act to entrepreneurship as a journey could facilitate process-oriented research by initiating a dialogue about the nature of the entrepreneurial journey, when it has begun and ended, whether it might be productively subdivided into variables or events, and what if anything remains constant throughout the process".

I suggest that a two-way approach to study the entrepreneurial journey is applicable. One way is to honour the urban vitalis and study the creative, becoming aspect with respect to moods, feelings, and transformations. The second way is studying the planning aspect. By looking at the pivotal points during the entrepreneurial journey, the planning aspect and the urban vitalis aspects become relevant. Addressing pivotal moments for the entrepreneur is important, since it both unveils the health of the ecosystem that aims to support entrepreneurs as well as the performance of the entrepreneur.

According to Lisa van der Ploeg, student at Hanze University of Applied Sciences, studying the entrepreneurial journey can also reveal the difference between classical entrepreneurship and more contemporary entrepreneurship. The classical entrepreneur starts an organisation with continuity, passion, and expertise in mind. In contrast, the contemporary versions stress the potential of the market opportunities, already plan to sell the organisation in early stages, and consequently talk about exit strategies.

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### **Serendipitous experiences and hospitality**

During the entrepreneurial journey, serendipitous processes may take place. These are valuable developments since they create differences and new opportunities. The term serendipity is briefly defined below.

Andel (1994) defines true serendipity as the art of making an ‘unsought finding’ followed by a process of development, which he addresses as abduction. In his co-authored book ‘Disruptive tourism and its untidy guest’, Grit (2014) clearly distinguishes between the two phases: first, the finding and the awareness; and second, the development of this finding in another context. Serendipitous movements are positive since they ensure happiness and innovation. Many of today’s products such as Viagra, penicillin, and X-rays were discovered through a serendipitous process. Viagra was discovered when test persons pointed out side effects of medical research. The researchers had the awareness needed to recognise the side effects and place them in another context. Similarly, X-rays were discovered due to the curiosity and awareness of Wilhelm Röntgen. Moreover, penicillin was discovered by Alexander Fleming when he saw that bacteria were being killed by mould in a spoiled sample. Fleming used this unsought finding to successfully develop a medicine against diseases.

It is interesting to examine whether the principles of serendipity can work for retail space. I surely think they can. Let us take a closer look at the two parts underlying the process of serendipity.

The first part is the unsought finding, whereby the observer discovers something unanticipated. In retail space, the consumer finds something that he/she did not expect. This can be a person, situation, or thing, such as a book, idea, or dress.

The second step is that the client should be able to develop such findings within a context.

An important aspect of the entrepreneurial journey is hospitality, in the sense of ‘welcome’. Questions like ‘how welcome is the young entrepreneur in network XYZ?’ are important since they may show inequalities, discrimination, etc. A useful framework for analysis is the hospitality conceptual lens (Lashley, Lynch & Morrison; 2006), which employs hospitality interactions to analyse society. The lens focuses on the following themes: host-guest transactions, inclusion/exclusion, social and cultural dimensions, laws, performance, domestic discourse, politics of space, types and sites, and commerce.

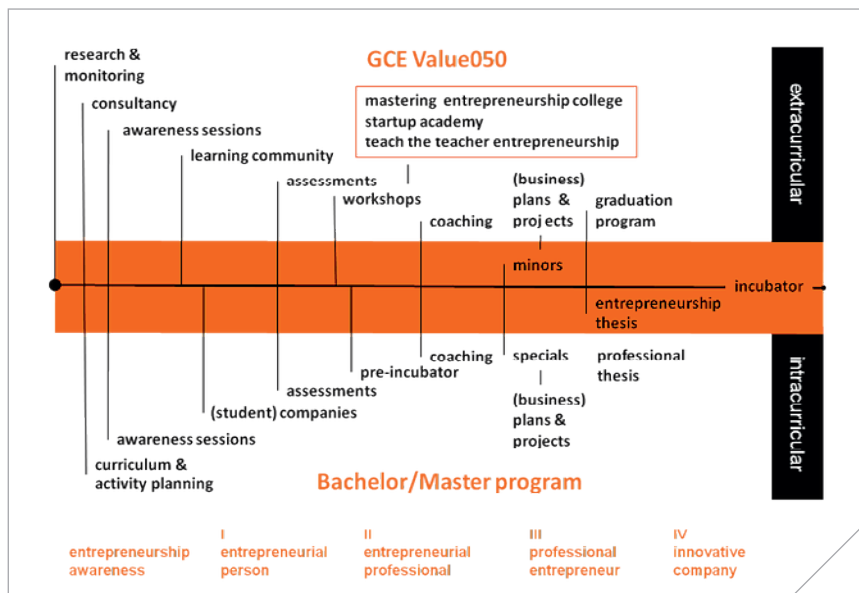
The dynamics of the entrepreneurial journey can very well be the focus of research. By focusing on pivotal points and hospitality, the interactions with the broader environment become clear as well. The next part focuses on this part, namely the dynamics of entrepreneurial ecosystems.

## Dynamics of entrepreneurial ecosystems

In the previous part, I argued for a two-way approach to analysing the dynamics of entrepreneurial journeys: namely, a focus on urban vitalis, and planning with special attention to serendipitous experiences and hospitality.

Entrepreneurial journeys are more or less individual journeys. They map out travels. It is now time to consider the ‘landscape where it all happens, the landscape where the entrepreneur travels’, the landscape that facilitates serendipitous experiences. In short, this includes governments, universities, vocational institutions, non-governmental organisations such as the Confederation of Netherlands Industry and Employers (known as VNO-NCW), and labour unions. A whole ensemble of institutions, each with its own interests, recognises the importance of facilitating entrepreneurs. In line with the development of ‘the city as an entertainment machine’ (Lloyd, and Clark, 2001), institutions offer a wide range of facilities such as festivals, coaching, accelerators, incubators, and network opportunities.

Hanze University of Applied Sciences uses the Groningen model to map out the educational and supportive infrastructure.



The Groningen model represents the ecosystem of the Hanze UAS in relation to the entrepreneurial development from entrepreneurship awareness to innovative company.

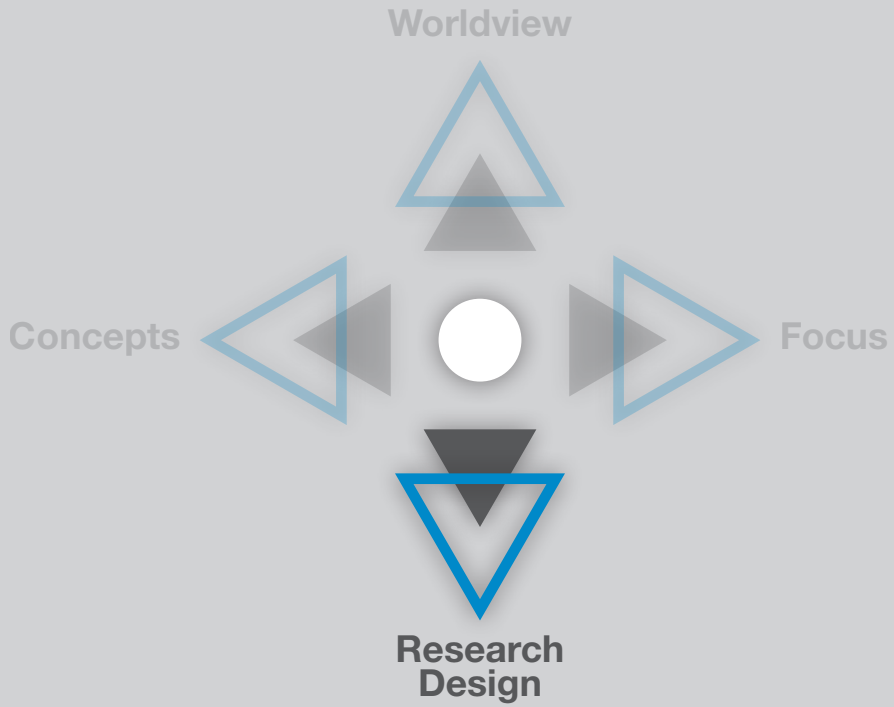


Motoyama and Watkins (2014) stress the importance of a communal ecosystem that supports the entrepreneur, stating that this is critical for new firms to succeed. In their work, they investigate four key connections within the ecosystem: connections between entrepreneurs; connections between formal support organisations; connections between entrepreneurs and key support organisations; and connections between entrepreneurs and other forms of support. The authors conclude that the most prevalent type of critical support in the ecosystem is the connection with other entrepreneurs with specific expertise or experience. I will continue with this aspect of the ecosystem and draw attention to the ideas regarding the concept of the 'creative city'. I do this because the creative city discussion draws out the context for studying the entrepreneurial journey (and its related entrepreneurial behaviour) and ecosystem. This discussion concerns the development of the city in terms of production and consumption under a neo-liberal agenda in the 21<sup>st</sup> century. I have chosen to add a rather long discussion in this booklet (appendix 1). I am pleased to also include a reflection on Richard Florida's latest work 'The new urban crisis: How our cities are increasing inequality, deepening segregation, and failing the middle class and what we can do about it' (2017).

Florida's publishing company summarizes the scope of his 2017 book as follows: "The same forces that power the growth of the world's superstar cities also generate their vexing challenges: gentrification, unaffordability, segregation, and inequality. Meanwhile, many more cities still stagnate, and middle-class neighbourhoods everywhere are disappearing. Our winner-take-all cities are just one manifestation of a profound crisis in today's urbanized knowledge economy" (Florida, 2017). A number of critics generally appreciate Florida's analysis of cities but question his solutions and their political application.

In Appendix 1, I present a text introducing the authors related to creative cities and urban vitality. In this chapter, I addressed the choice to look at entrepreneurial journeys and the entrepreneurial ecosystem.

To conclude this chapter, I wish to end with the key question related to the development of ecosystems: how best to organise a local environment that harbours and breeds creativity?





## Research design

**The third aspect of the compass is the research design. Following the first and second aspects of the compass regarding worldview and focus, this third chapter shows how the research is conducted. “A research design describes a flexible set of guidelines that connects theoretical paradigms, first, to strategies of inquiry and, second, to methods for collecting empirical material” (Denzin & Lincoln, 2011, p. 14).**

In the research group, we work with designs that support the analysis dynamics of entrepreneurial journeys and ecosystems to address challenge fields. What is of special interest is that the research design shows both urban vitality and planning aspects. In this chapter I offer examples of the research group’s research in progress.

The table presents research strategies that are used and developed by the research group. The research can be conducted by students. The designs are then briefly explained in this chapter.

Research strategy	Focus	Example project
Mapping entrepreneurial journeys	The pivotal points of the entrepreneurial journey; In-depth interviews and creative representation	Facilitating successful entrepreneurial journeys at the Centre for Entrepreneurship.
Sociological experimentation	Social connections; connections between bodies, ideas, desires, forces, and their combinations.	City Club Groningen
Experimental spaces for enhancing entrepreneurial behaviour	Problems from challenge fields are addressed by a multifunctional team of participants (involving mbo and hbo students).	Kiemkracht Ondernemend Groningen Hardenberg Entrepreneurship, Syrian refugees & Mobility

Research strategies that are used and developed by the research group

The next part features current examples of the research group’s research.

## Examples of the research group's research designs

The first project I would like to introduce is 'Facilitating successful entrepreneurial journeys at the Centre for Entrepreneurship'. This research project involves in-depth interviews and creative representation.

### Facilitating successful entrepreneurial journeys

The goal of the research is to address critical success factors by mapping out entrepreneurial journeys and experiences of student entrepreneurs within the ecosystem of the Hanze University of Applied Sciences Groningen in general and the Marian van Os Centre for Entrepreneurship in particular. The research question is: "what are the dynamics of entrepreneurial students' journeys at the Hanze University of Applied Sciences?". In-depth interviews that are recorded and transcribed can be analysed using different methods. This research is in progress. For this project, Petra van Dam from the Centre for Entrepreneurship of the Hanze University of Applied Sciences also interviewed student/entrepreneurs.

There are several ways to analyse and represent the results of this research.



Third year students from the Game Architecture & Design programme from Alfa-college have made an artist representation of the evocative dimension of one of the travellers. The representation was produced by Tessie van den Brink's students.

Frank Datema

Bertus Dokter

Martijn Bayens

Bart van der Zwaag

Wiebe Huisman

Emar Walstra

Joline Roffel

Daphne Schoenmaken

Charlie van der Laan

Renze Meijer

Lisa van der Velden

Marleen Timmer

Miranda Olivier

The second project is the Kiemkracht connection programme.

### **Kiemkracht connection programme**

This is a programme where migrants and the municipality of Groningen work together for creating successful entrepreneurial journeys. Christian de Kraker from the Alfa-college also works with the research design "Mapping entrepreneurial journeys".



Christian de Kraker (front row on the right) and his students

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A third project I would like to present is Hardenberg.

This project uses the research design "Experimental spaces for enhancing entrepreneurial behaviour".

This project is in progress and the professorship works with a number of partners including the entrepreneurial society of Hardenberg, students and staff from the Alfa-college and external advisor Eduard Plate.

In the picture students from Alfa-college are exploring a challenge field in Hardenberg.

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The fourth research project I would like to bring forward is with the Groninger City Club (GGC). In appendix 2 I present more details about this research design called sociological experimentation.

### Retail in the Groninger city centre

This project uses sociological experimentation as research design. During this research students record their experiences in the field and conduct several analyses and reflections at a later stage. Students from the entrepreneurial programme of Hanze University of Applied Sciences conducted research in the Groninger city centre.



The article in *Dagblad van het Noorden* shows the newspaper coverage.



## The members of the research group Entrepreneurship in transition



### **Tessie van den Brink MA (Alfa-college)**

As an artist, researcher and teacher Tessie is interested in how communities of practice can be implemented in education. Her research area focuses on how diversity, experiment, change of perspective and crossing borders can help create new educational spaces.

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### **Jan-Daan Westhof MEd (Alfa-college)**

Jan-Daan Westhof holds a Master's degree in Education and teaches Multi Media Design at Alfa-college. He is a teacher with an entrepreneurial spirit. He is involved in the development of the entrepreneurial programme **Kiemkracht**. His research focus is on learning, innovation and everything in between.

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### **Jeroen Loef MEd (Hanze UAS)**

Jeroen Loef is a senior lecturer in Strategic Management & Entrepreneurship. He is an educational advisor in entrepreneurial education with a specialisation in student companies and dedicated classrooms. His field of research is entrepreneurial journeys, interactions in entrepreneurial education and ecosystems surrounding education, entrepreneurship and research. Jeroen enjoys creating environments that allows others to excel.

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**Christian de Kraker  
MA (Alfa-college)**

Christian is a researcher, coordinator and teacher for Orientation on the Dutch labour market. Christian is specialised in co-creation and finding job opportunities for lower educated refugees in Vocational Education Level 1. One of his projects for level 1 is a connection programme where migrants are connected with mentors to receive funds for their entrepreneurial journey. His research will be carried out according to qualitative research methodology and focus on entrepreneurial journeys as well the ecosystem in which migrants operate.

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**Tim van der Ploeg  
MSc (Alfa-college)**

Tim van der Ploeg is an advisor in the department of Education & Quality Control at Alfa-college. He graduated from the University of Groningen with a MSc degree in educational science in 2015. Before he came to Alfa-college, he worked as a research assistant for the University of Groningen and tutored statistics. His research focuses on new forms of assessments, specifically with regards to entrepreneurship and 21<sup>st</sup> century skills.

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**Tamara Ottens  
(Alfa-college)**

Tamara Ottens is a coordinator of the fashion design department at Alfa-college. She also teaches art and digital education. She is involved in the development of the entrepreneurial programme Kiemkracht. Her area of interest is searching for the perfect, constantly adapting, changing, creative environment in which students feel noticed, safe and are working together with their teachers to achieve their goals. She sees education as an ecosystem in which diversity is the keyword.

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**Jacques Hartog MSc  
(Hanze UAS)**

Jacques is lecturer, researcher and entrepreneur. His research areas are entrepreneurship, retailing, sales and franchising. He has a broad international experience, having worked in Denmark, South Africa, Finland, UK, India and several states in the USA.

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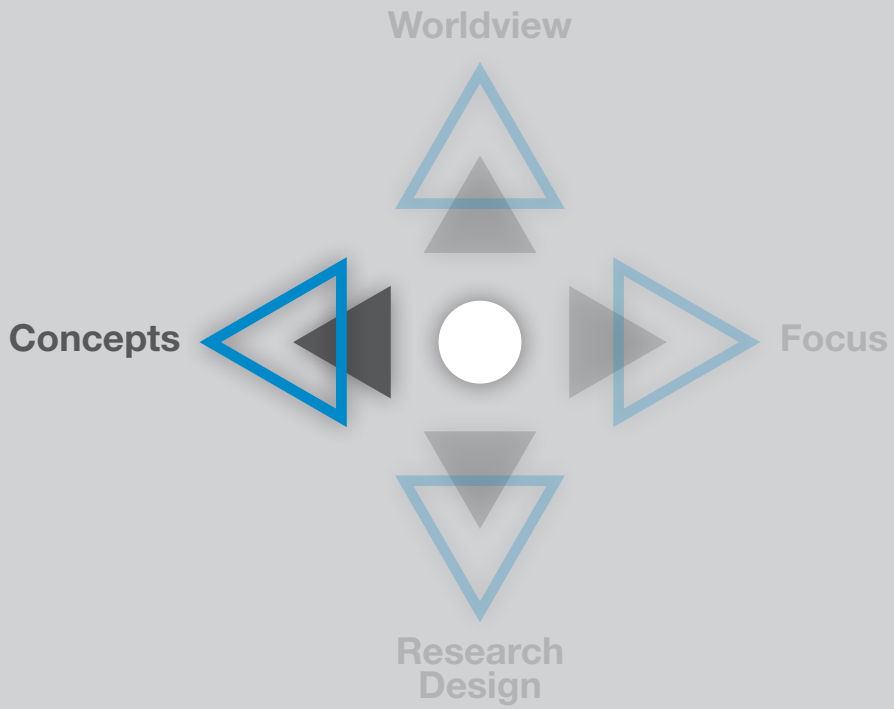


**André Bergsma MSc  
(Hanze UAS)**

Andre is specialised in entrepreneurship and small and medium enterprises (SME's). Since 2014, he is a lecturer in entrepreneurship, retailing, franchising and marketing at Hanze University. He is currently conducting research on entrepreneurial coaching and innovation processes in food related SME's.

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In a practical sense, the Marian van Os Centre for Entrepreneurship could function as a 'lab' setting, offering explorative space for partners to explore new co-creative pathways. This fits with the ideas of RIS<sub>3</sub> of avoiding repetition and business as usual. In the explorative space, alternate host-guest relations are key.





## Concepts

**“Resistance is possible only through a creative act: Artists, filmmakers, musicians, mathematicians, philosophers, all resist” (Deleuze, 1988, p. 1).**

Welcome to the ‘Concepts’ chapter. If you think this is a somewhat strange name for a chapter, I agree. But concepts are fascinating, and they give us powerful insights. I am intrigued by the work of Deleuze and Guattari, and much of their thinking and working has become part of my practices. This chapter is inspired by them. Concepts are connectors that are enjoyable to experiment within both private thought and group discussions. In the previous chapter, I introduced a number of research strategies. These methods are interactive: they connect people through concepts with challenge fields, and they invite people to explore problem fields from different perspectives. Concepts force us to think and reflect, and become critical about what is taken for granted. They provide a mode of entry to the challenge field. A prime example is the challenge field of ‘themed streets in the Groningen city centre’. The challenge “how to build a themed street” comes from the entrepreneurial community and municipality, which invites young entrepreneurs to become active and start a venture in a designated street.

### **Challenge fields**

The research group relates this challenge field to the concept of ‘explorative space’ and connects it with a research method. For this particular challenge, the research strategy ‘sociological experimentation’ is used to enhance entrepreneurial behaviour. Concepts connect practitioners, students, staff, and challenge fields, research, experiences, desire, history, and it’s becoming. Just like Deleuze and Guattari, I invite you to produce your own concepts. This chapter presents a number of these concepts very briefly. They are introduced to inspire you to explore them, so please do consult the suggested sources for further study. I have selected the concepts of assemblage, organisational lines, and explorative space.

The Deleuzian concepts of ‘assemblage’, and ‘organisational lines’ facilitate the analysis of entrepreneurial journeys. As these terms are not widely known, a brief explanation is provided for each of them below, as well as a short introduction to the philosophers behind them.

For the following, I use part of the texts that I wrote together with Paul Lynch about Hotel Transvaal (2009). In this article, the research question is: “how can hospitality practices lead to spaces of difference?”. In the case study of Hotel Transvaal, artists apply ‘hospitality’ principles to draw attention to massive state interventions in a so-called problem neighbourhood.

In this respect, the following questions can be asked: what connections are made by the production of the assemblage Hotel Transvaal? What encounters and spaces does the assemblage Hotel Transvaal produce? What are the consequences of its encounters? The next concepts I would like to introduce are organisational movements molar, molecular, and line of flights.

### **Organisational movements molar, molecular, and line of flights**

I introduce these lines of organisation since they offer a terminology with which to discuss how interactions are managed and controlled. The ecosystems discussed in the focus part are also made up by lines of organisation. These concepts are defined in the following.

Organisational lines indicate how the constructive parts of the assemblage are connected to one another (Grit and Lynch., 2011). Woodward (2007) indicates that “molar lines organise by drawing strict boundaries, creating binary oppositions and dividing space into rigid segments with a hierarchical structure” (p.69). Thus, the space of hospitality characterised by its organisation through molar lines becomes highly organised and as a result, the host-guest roles become strictly defined and predictable (Robinson & Lynch, 2007). The line of flight, on the other hand, does not organise space in a fixed fashion. In turn, the space of hospitality becomes highly unpredictable. The host-guest roles can even become undone, and the space of hospitality may cease to exist. Furthermore, Woodward argues that the line of flight is the privileged line for Deleuze and Guattari, since it is the line of metamorphosis and change, and that the line of flight breaks with tradition (2007, p.69).

According to Grit and Lynch. (2011), various complex combinations of these lines in particular assemblages express varying tendencies towards different kinds of organisation. Many spaces in contemporary society are organised through molar lines, the most obvious example being a prison. In the organisation of a prison, the distinction between staff and inmates, for instance, is very much defined, which is visible in the design of the building and in clothing. A hotel is also organised along molar lines: the transactions in a hotel setting are usually predictable; the distinction between host and guest is clear; and the financial consequences are calculable, secured through procedures, rules and rigid places.

## Explorative space

In 2016, Maaïke van Rooden, Maaïke de Jong, and I wrote the white paper “Moving towards explorative space as a strategy for survival”. The concept of explorative space is put to work to rethink retail space. I strongly urge you to download the original texts. The following is taken from the white paper (Rooden, Jong and Grit, 2016).

In the fast-changing retail branch, we have observed the rise of a new sort of store. This paper “Moving towards explorative space as a strategy for survival” is about stores that facilitate so-called explorative spaces, which combine multiple functions with merchants who function as curators of their own collection and product offer. These are often meeting points for kindred spirits. They are engaging and dynamic, and storytelling plays an important role. Their strength is that they always offer people a reason to visit their stores and webshops. Unexpected and relatively new elements such as people, ideas, and suggestions are constantly brought into this interaction space, which is organised so that it can facilitate such experiences. This uniqueness and likability are ingredients for spreading news of their existence via word of mouth. The experiences in such stores cannot be compared by content, but only by nature.

“The retailer who understands its contribution, and future contribution, in relation to an interactional space can anticipate future investments.”

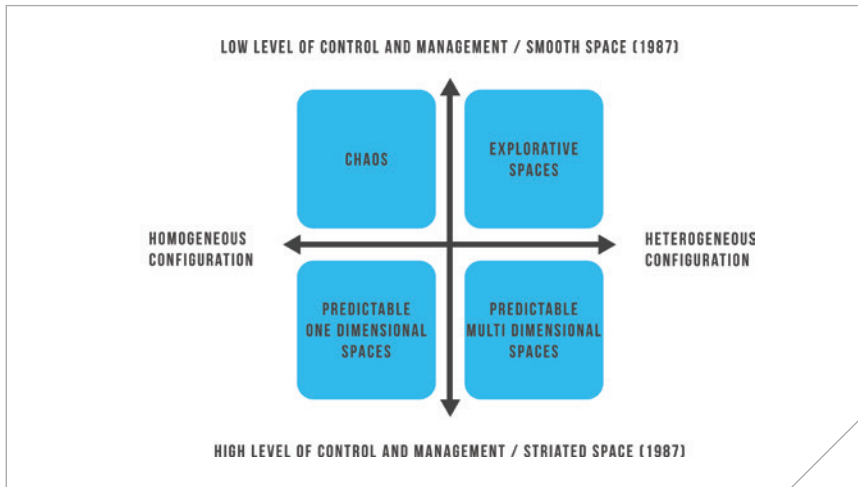
Rapha Cycling Club is a useful example of this new type of explorative retailer. Its stores, which operate as meeting places for like-minded cyclists to come together and enjoy the sport, are based in key cycling cities around the world. Each Rapha Cycle Club has a bespoke retail design and is home to a retail space with the Rapha collection, a bike workshop, and a café where people have a drink pre- or post-ride or watch road races together. The Cycle Club also regularly hosts exhibitions and events, which contribute to it being a lifestyle brand for the like-minded. The enthusiasm, involvement, and personal attention of the Rapha personnel is characteristic; from our own experience, we know they remember names when people come back to the store and with their passion for the sport, they try to give the best advice possible.

The personnel and customers' shared interest creates a vivid ambiance and – in retail this is essential – one of interaction. In addition, the Rapha brand also includes Rapha Travel, delivering unique cycling adventures in iconic and spectacular locations around the world. With its origin in designing stylish, comfortable performance apparel and accessories for road riders, the company has developed from a product web shop into a lifestyle brand: an international members' club of passionate road riders.

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Rooden, Jong, and Grit (2016) argue that a focus on explorative space evokes processes of serendipity and helps retailers and planners to anticipate future developments and steer investments. To evoke processes of serendipity in retail space requires consumers to discover unexpected findings and then to be able to explore those findings within a context. At first sight this might seem quite theoretical, but for example, when a customer finds a drone in a retail space, he or she has several opportunities to integrate the drone into his or her lifestyle, such as photography or video recording. We also argue that moving to a multidimensional retail space leads to new and exciting concepts. Explorative spaces contrast with one-dimensional spaces that cater to one aspect of society and provide interactions that are predictable in their potential.

Grit, De Jong, and Van Rooden's 'Towards explorative space' model, visualises the move away from a traditionally organised retail space towards a multidimensional, explorative space.



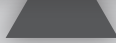
Towards explorative space. The model can help us to map out the dynamics of different interactions in retail with regards to a consumer's desire to be entertained and to explore.

I have made a selection of relevant terms and present them hereunder.

Assemblage	A sort of anti-structural concept that permits the researcher to speak of emergence, heterogeneity, the decentered and the ephemeral in nonetheless ordered social life (Markus & Saka, 2006). An assemblage is any number of things or pieces of things gathered into a single context. An assemblage can bring about any number of effects aesthetic, machinic, productive, destructive, consumptive, informatic, etc. ( <a href="http://www.rhizomes.net/issue5/poke/glossary.html#assemblage">http://www.rhizomes.net/issue5/poke/glossary.html#assemblage</a> ) Appendix 3 provides a deeper insight in the concept of assemblage
Becoming	Becoming is a process of change, flight, or movement within an assemblage. Rather than to conceive of the pieces of an assemblage as an organic whole, within which the specific elements are held in place by the organisation of a unity, the process of becoming serves to account for relationships between the discrete elements of the assemblage. In becoming, one piece of the assemblage is drawn into the territory of another piece, changing its value as an element and bringing about a new unity. ( <a href="http://www.rhizomes.net/issue5/poke/glossary.html#becoming">http://www.rhizomes.net/issue5/poke/glossary.html#becoming</a> )
Experimentation	In French, the word <i>expérience</i> means both 'experience' and 'experiment'. To experiment is to try new actions, methods, techniques and combinations "without aim or end" (Baugh, p.91). He explains, "the elements which we experiment are desires, forces, powers and their combinations, not only to see what happens but to determine what different entities (bodies, languages, social groupings, environments and so on) are capable of" (p.91).
Serendipity	Serendipity as the art of making an 'unsought finding', which is followed by a process of abduction. This process of abduction can be explained as "(...) the process of forming an explanatory hypothesis" (Andel 1994, p.643).
Vital life forces	Vital forces are a potential for praxis and a possible source of cognition and reflexivity. Vitalistic forces react to and are intertwined with the social (not 'biology') (Thrift, 2004, p.84-85).
Vitalism	Vitalism is nondiscursive, non-representational life energy. It is essential to realise that although "in the midst of life, nothing can be fixed" (Thrift, 2004, p.84-85), "(...) a will possessing potential affects and effects that must be realised in a social world" (Ploeger, 2006, p.384).
Vitality	Vitality provides the raw materials, the often-unfocused energy, and the force that through creative thinking and strategies can be harnessed to achieve a city that becomes viable by being self-sustaining, responsive to external challenges and self-generating (Bianchini and Landry, 1994).
Sociological experimentation	Sociological experimentation is based on sociological impressionism (Lynch, 2005) and crystallisation (Ellingson, 2009) and represents a research design for studying the becoming of vital forces in spaces. It focuses on three dimensions: the evocative, performative and becoming dimension and it engages with crystallisation.

Urban vitalis  
and planning  
strategies

## Worldview

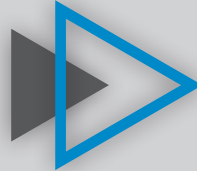


## Research Design

In-dept interviews  
Sociological experimentation  
Experimental spaces for enhancing  
entrepreneurial

## Concepts

Lines of organisation  
Serendipity  
Assemblage  
Explorative space



## Focus

Entrepreneurial  
journey  
Entrepreneurial  
Ecosystem



## Conclusion: towards explorative space

**This is the end of this journey. I hope and expect you will have many more journeys and that you had an exciting time on this journey. Perhaps you have discovered some unsought findings.**

In the preface, I introduced the compass, the compass to navigate us towards explorative space. The research in the research group is guided by this compass and in this conclusion, I review and reflect on its working.

One of the arrows of the compass points to **worldview**. I think the choice to adopt a worldview that favours ‘open-ended planning’ is a wise one. Especially when we move towards explorative space it is important that the future is open and that generations to come still have ‘open-ended planning’ to enable them to interact with the specific challenges, lifestyles and societies to come. We cannot and must not foreclose the future for them. A recognition of urban vitalis is important because honouring them creates a sense of belonging and connectedness.

Another arrow points towards the **focus**. In this chapter I showed that the research group focusses on interactions. These interactions take place during entrepreneurial journeys and relate to the ecosystems in various ways. The people and organisations within the ecosystems realise more and more that successful entrepreneurial journeys occur within the context of interactivity. Organisations that interact with entrepreneurs benefit from thinking and organising themselves through the organisational lines from Deleuze and Guattari (1987). The organisations that make up the ecosystems must consider which parts of the organisation need to be organised through fixed molar lines, molecular lines or through the disruptive line of flights. By thinking through organisational lines, the ecosystem produces interfaces for the entrepreneur. These interfaces are modes to connect. In this booklet, we have seen initiatives from organisations that facilitate these interfaces. The covenant Ondernemend Groningen is currently organising a network for mbo/hbo entrepreneurs who want to connect with the hydrogen development in Groningen. Yet also in Hardenberg, where the Entrepreneurial Society asks mbo/hbo students to connect with the challenges.

Ecosystems are organising a range of events and facilities to support and empower entrepreneurs, such as the Dutch Health Hackathon 2017 which takes place in Leeuwarden. An interesting consideration is “how do these events relate to the success of the entrepreneurial journeys from the participants?”.

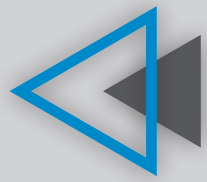
The research from research group member Christian de Kraker shows that focusing on both the journey as well on the ecosystem provides insights into the vital and not so vital parts of the ecosystem.

Urban vitalis  
and planning  
strategies

### Worldview



**Concepts**  
Lines of organisation  
Serendipity  
Assemblage  
Explorative space



**Focus**  
Entrepreneurial  
journey  
Entrepreneurial  
Ecosystem

### Research Design

In-dept interviews  
Sociological experimentation  
Experimental spaces for enhancing  
entrepreneurial



A third arrow points to the **research design**. These researches are set up in such a fashion that they address the vitality of the challenge fields. The research group has had very good experiences with vocational students producing representations of analyses and data. This turned out to be very effective, educational and enjoyable. It also creates a potentiality to develop new combinations and concepts. The experimental Kiemkracht environment will allow the development of new forms of entrepreneurial education and research involving both mbo and hbo students. An area of research which is also promising revolves around answering the question of how best for partners in a singular field such as hydrogen to facilitate entrepreneurial explorative space for new entries, students and other organisations?

The final arrow points towards the **concepts**. In the years to come, both the number as well as the 'thickness' of the description will increase. New concepts will be developed. It is my expectation that new innovative research design concepts will come into being. Concepts that emerge from strategies such as accelerating, retarding, dancing or 'stuttering' will foster the development of entrepreneurial initiatives. Additionally, I expect that the concept of explorative space will come to have a number of various differentiations.

I also strongly believe in cooperation between research groups both at the Hanze University of Applied Sciences as at Alfa-college. For instance, by actively participating in the network of research group of the Marian van Os Centre for Entrepreneurship. The research group Entrepreneurship in Transition works in close cooperation with professor Diederich Bakker from the research group International Business on developing an internationalisation process and plans to conduct the research described in this booklet at other campuses. Further cooperation with Willem Foorhuis, professor of the research group Sustainable Cooperative Entrepreneurship and Ineke Delies, who heads the research group Sustainable Innovation in the Regional Knowledge Economy will provide a strong embeddedness in the regional economy.

You, the reader, have joined me on the journey. Please take the compass with you. I hope the compass will guide you to unexpected findings which then will bring you happiness and make the world a better place to live in. This compass will guide the research group further in its travels to unknown spaces. It offers a perspective that is underrepresented in management research but essential for analysing and initiating transformative processes.

It is an honour and a great pleasure to work with motivated students, colleagues and partners on Entrepreneurship in Transition.

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## Appendix 1 Creative city

Florida (2003, 2005, 2017) directly connects economic growth of a city to the presence of the creative class. This creative class is attracted to cities for its lifestyle. Governments start investing heavily in planning and providing spaces for the creative class. Tailoring planning to a particular group raises issues about access and elitism. Peck (2002), a critical scholar, argues that elite spaces as well as the mechanical approach to economic growth, neglect the vital becoming of a city. Although modernism is still dominant in urban planning processes, authors on urban planning processes such as Peck (2002), Pløger (2006) and Sap (2002), a contemporary urban studies scholar, argue for a new thought in terms of movement, dynamics and alternative forms of organisation. They object to the idea of a fixed make-ability and plan-ability of society, the city and space, and argue for open-ended planning processes. Peck (2002) argues that planning should allow for chaos and continual unplanned interactions. Pløger (2006) argues that “the planning process in urban environments must therefore open itself up to mutually agreeable provisional solutions that participants can agree on, without closing the debate or the decision process at that point” (p.393). Pløger believes that the presence and extent of vitalist forces is what will distinguish cities in the future. Although commonly used as a modernist argument for investing in elite urban developments, Florida (2003) also refers to vital forces that make cities successful. Pløger opines that vitalist forces such as atmosphere, feelings of belonging, and situated pleasure, in addition to enhancing city amenities, cultural quality and urbaneness, play a big role in attracting investments and the creative class. Furthermore, he argues that it is these vitalist forces that partly influence choices regarding where to invest or where to live (p.395-396).

Sap (2002, p.3) refers to the contemporary neo-modernist planning processes of relatively autonomous parts of the city and more or less implicitly to other parts of the city by the production of controlled, mono-functional and from ‘chaos’, isolated spaces. Sap regards this form of repressive and exclusive urban planning/design “as an attempt to protect the ‘arboreal structure’ - the existing hierarchy - against rhizomatic, apparently chaotic powers and (counter) movements of post-modern society” (2002, p.4). Pløger (2006) argues that urban ways of living have not been focused on due to the limited perspective of policy makers and planners who do not recognise ‘life’ to be potentially composed of flows, fluxes, networks and endless becomings; shaped through a multiplicity of strangers.

Landry (2006) introduces the idea of creative cities and the infrastructural factors that need to be considered in its development. In light of this research it is arguable that creative cities can be facilitated by planning that supports and enables creative becomings, which are open-ended. With the advent of new information technologies,

a new internet based economy has been created where intelligence has shifted from a focus on brawn to brain and where added value is generated by ideas that are turned into innovations, inventions and copyrights (Landry, 2006, p.4). Leading to the creation of a new purpose, direction and goals, cities became neglected and were left locked into their past. It was found that the old way of doing things was not suitable any more, especially in education, where students were no longer being taught the most important things and in the most beneficial of ways. The notion of management and all its structures of hierarchy leading to inflexibility, control and a lack of adaptability was equally unsuitable. To cope with the changes in the new economy, a reassessment of cities' resources and potential is needed, together with a process of necessary re-invention in several dimensions (p.4).

Landry (2006, 2016) defines creative cities as a positive concept with an assumption that ordinary people can make the extraordinary happen if given the chance. Qualities that play a crucial role are intelligence, inventiveness and learning. According to Landry, although artists play an important role, anyone can be creative and participate in the development of a creative economy, in whichever field they are in, by for example, addressing issues in an inventive way. He further points out that creative cities bring the need for a 'culture of creativity' to be impressed on to operations and dealings between urban stakeholders. The solutions to urban problems may be broadened by encouraging creativity and using imagination widely on public, private and community levels. Landry argues that this kind of divergent thinking is needed to generate multiple options leading to a convergence of ideas and possibilities from where urban innovations can emerge (p.2). This suggests that, in addition to an atmosphere and culture of creativity, there is a need for open spaces that allow for creative becomings. Pløger's ideas regarding open-ended planning and the incorporation of a consideration of vitalist forces present in the urban, suggests the need for open spaces and a creative culture (2006). Landry's new book "The Digitized City" (2016) –describes the tectonic shift unfolding where digital devices with their disruptive potential are changing cities, society and social life, connectivity, the economy and cultural life. Its impacts and influence will be as powerful as the climactic changes that swept through our world with the industrial revolution 200 years ago. Giant turbines and whirring machines symbolised that revolution whereas this one is more invisible and driven by algorithms etched into small screens. Those who make decisions, the digital settlers, have mostly migrated into this world whereas for the young, digital natives, it is all they know. This highlights a misalignment as for the first time in history the young are teaching the old rather than the reverse.

Landry (2016) indicates "Every new means of production changes the physical and mental landscape and how our systems operate. Its drama is clear when the world's largest taxi company, Uber, owns no taxis; when Facebook, the world's most popular media owner, creates no content; when Alibaba, the most valuable retailer, has no

inventory and when Airbnb, the world's largest hotel chain, owns no hotels". Our data drenched world is driving transformation on a scale that changes the foundations of business and public service affecting every facet of our lives. Connectivity and data are the new forms of capital.

Pløger (2006) explains contemporary urban planning and the role for urban innovations as relying on the force of vitalism, the will of participation, connectivity and inclusion. He explains that these wills are based either on the ethic of closeness or created through interaction and communication. Considering his discussion of urban vitalism, Pløger explains the role of urban planners in order to have the extraordinary happen to: (a) Having to work in the midst of flows, relations, and chance; meaning that (b) the unforeseeable, contingent possibilities and possible constellations of situations and interactions should be recognised. In practice, then, (c) dialogical, analytical and negotiating skills become important. This is because situations of contingency and eventuality occur (d) in meetings among people that create becomings and possibilities not foreseen or predicted (2006, p.392).

Landry (2006, 2008, 2014) explains that to support a creative city, a creative infrastructure is needed. This requires a combination of hard, soft and mental infrastructure; the way a city approaches opportunities and problems; the environmental conditions it creates to generate an atmosphere and the enabling devices it fosters generated through its incentives and regulatory structures. He further describes the soft infrastructure as one needing to include a highly skilled and flexible labour force comprising of dynamic thinkers, creators and implementers who are capable of conceiving as well as implementing; and a large formal and informal intellectual infrastructure giving room for space to maverick personalities. In addition, he indicates that there needs to be strong communication linkages, both internal and external and an overall culture of entrepreneurship whether this is applied to social or economic ends. All this brings about an equilibrium bound by dynamics and tenseness, which interact with each other. This imaginative city, furthermore, should identify, nurture, attract and sustain talent so that it is able to mobilise ideas, talent and creative organisations (p.3). This city is characterised by individuals taking measured risks, the presence of true leaders, a sense of going somewhere, determination without being deterministic, being strategically principled and tactically flexible. Landry argues that the creative city requires thousands of changes in mindset, thereby creating the conditions for people to become agents of change rather than victims of change, and seeing transformation as a lived experience rather than a one-off event. Landry points out that the creative city demands invigorated leadership (p.3). He explains that in terms of the built environment, the stage and the setting are crucial for establishing a milieu. According to Landry, these factors provide the pre-conditions upon which activities or the atmosphere of the city can develop. At this point, he refers to a creative milieu as a place that contains the necessary requirements in terms of 'hard' and 'soft' infrastructure to generate a flow of ideas and inventions (p.4).



## Appendix 2 Sociological experimentation

Sociological experimentation can be seen in the light of an advocacy and participative research paradigm. This position arose during the 1980s and 1990s from individuals who felt that the post-positivistic assumptions imposed structural laws and theories that were not inclusive of marginalised individuals in the society or issues of social justice that needed to be addressed (Creswell, 2009, p.9). From the perspective of researchers with an advocacy and participative paradigm, research needs to be intertwined with politics and a political agenda. Creswell states that the research contains an action agenda for reform that may change the lives of the participants, the institutions in which individuals work and live, and the researcher's life (2009, p.9). This research adheres to this critical tradition. This researcher is both critical towards managers/organisers of spaces of hospitality (both commercial and noncommercial) and researchers who study hospitality spaces. By implementing and studying processes to control space, such as revenue management processes or HRM management processes without knowing what the space does, organisers and researchers lose connection with becomings and life itself. Creative becomings are necessary since they enable minority voices to be heard and prevent the future being a reproduction of the past.

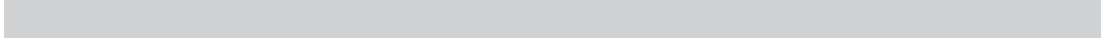
Sociological Experimentation is also informed by the methodology developed by Lynch (2003, 2005), referred to as 'Sociological Impressionism'. Lynch uses the process of impression generation in a hospitality setting, which according to Lynch "reflects the process albeit usually more subliminal, by which guests construct the homestay product" (2003, p.161). Lynch indicates that "impressions are based on a response from the 'stranger' to the experience of the world such that it is unique to the individual" (2003, p.162).

Ellingson (2009) encourages authors to adapt crystallisation to their needs and goals (Ellingson (2009, p.4). Through the work of Ellingson on crystallisation and the above-mentioned criteria, I propose three different ways of knowing spaces of hospitality which are adopted here: the evocative, which focuses on feelings; the commonalities, which focus on the construction of hospitality space; and the becomings which focuses on intensities and new becomings based on a Deleuzian-Guattarian vocabulary. In this case, I apply crystallisation to understand the dynamics of spaces of hospitality from a host-guest perspective. It is suggested that by a threefold focus on the assemblage as a representative concept of the space of hospitality, a comprehensive account of the nature of its dynamics can be given.

## Appendix 3 Assemblages

Philosopher Gilles Deleuze, together with French psychoanalyst Felix Guattari, invented the concept of assemblage. In the 1970s their cooperation resulted in far less predictable modes of philosophical writing (including references to mathematics, biology, geology, sociology, physics, literature and music). Colebrook (2002) argues that “More than any other thinker of this time, Deleuze’s work is not so much a series of self-contained arguments as it is the formation of a whole new way of thinking and writing. For this reason, he created an array of new terms and borrowed specialist terms from previous philosophers (p. xviii). These terms form a sort of philosophical toolbox for analyzing change. Malins (2004) indicates that this toolbox can be used “to open up space to new becomings and to enable thought to move away from essences and internal truths and toward multiplicities, affects and machinic potentials” (p. 92). According to Deleuze and Guattari (1987), it is not relevant to ask what a body ‘means’ or signifies; but rather, to what extent it has the capacity to ‘become’ different and to communicate intensities when it connects to another body, thus forming an assemblage. Deleuze and Guattari state very clearly that an assemblage should be measured for what it does in relationship with other assemblages. In their book ‘A thousand plateaus: Capitalism and Schizophrenia’ (1987, p. 4), Deleuze and Guattari ask referring to the concept of assemblage “what it functions with, in connection with what other things it does or does not transmit intensities, in which other multiplicities its own are inserted and metamorphosed...”. Malins (2004) argues that “a body should, ultimately, be valued for what it can do (rather than what is essentially ‘is’), and that assemblages should be assessed in relation to their enabling, or blocking, of a body’s potential to become other”.

An ‘assemblage’ is one of these terms which can be found in the toolbox, that is, any number of ‘things’ or ‘pieces’ gathered into a single context. An example of an assemblage is a snowman, where a snowman is an arrangement of snow, broom, carrot and perhaps coal. Another example of an assemblage is an office, which gathers paper-clips, coffee and morning-talks. An assemblage can bring about any number of ‘effects’—aesthetic, productive, destructive, consumptive, informative and so on. Marcus and Saka (2006) state that an assemblage is a sort of anti-organisational structural concept that permits the researcher to speak of emergence, heterogeneity, the decentered and the ephemeral in nonetheless ordered social life (p. 101). The concept of an assemblage can be seen as a reaction against ‘structure’. Structure in the natural and social sciences grounds causal determination with in a logic of stability and linear causality. Basically, this means that assumptions towards action and reaction are drawn. An example of such an action and reaction assumption in a hospitality setting is the term ‘McDonaldization’. The sociologist Ritzer (1996), author of the book ‘The McDonaldization of Society’ states that efficiency, calculability, predictability – standardized control etc. lead to predictable and homogeneous organisations.





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